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Title of Thesis: Do organisations require to focus on separating management from leadership to achieve effective corporate strategies

Date: 17/8/2022

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**DISSERTATION: DO ORGANISATIONS REQUIRE TO
FOCUS ON SEPARATING MANAGEMENT FROM
LEADERSHIP TO ACHIEVE EFFECTIVE CORPORATE
STRATEGIES?**

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Chapter 1: Introduction

1.1. Introduction

This chapter provides an overview of whether organizations need to focus on separating leadership from management to achieve effective corporate strategies. Along with this, it also includes the problem statement for the research. It also consists of the rationale for the research, which depicts its importance in the retail sector. The chapter also includes the aim and objectives on which the entire dissertation will be based. The research topic focuses on separating leadership from management for achieving effective corporate strategy, which is essential since it helps distinguish between the roles of the two. This directly helps in eradicating conflict in the organization and also provides role clarity. It will also discuss the significance of the research topic and its scope for future study.

1.2. Background

The capability of an individual to affect or influence another's values, beliefs, conduct, and attitudes is known as leadership (Stangor, Jhangiani and Tarry, 2022). Since improvisation is the highest form of flattery, a leader who successfully achieves a good result or achievement gains the trust and respect of their team. Leaders unwittingly alters their values, beliefs, behaviour, and attitudes. Consequently, a strong leader will serve as a helpful example of true inspiration for their team (Hao and Yazdanifard, 2015). While leadership qualities are used to concentrate on a possible change by establishing direction, aligning people, inspiring and motivating, management skills are used to plan, construct, and manage organizational processes to accomplish mission and objectives. Management and leadership should work together. They are not comparable. However, they are intrinsically linked and complimentary (Jibreal, 2021). Still, there is a strong need to understand the difference between the two so as to create a conducive working environment in the organization (Muh, 2017). Organizations like ABP food groups, Glanbia, and Musgrave all have achieved heights and success by focusing on their management and leadership effectively (Abpfoodgroup, 2022). However, both are interchanging and used in organizational contexts too. The research will also focus on the food industry firms in Ireland since the food industry in Ireland is expected to show a growth of 0.8% in 2023, which makes it an interesting topic to explore (Statista, 2022).

Ireland is in a great position to innovate and expand its food and beverage industry. Irrespective of the ranking of universities, they still have productive labor and robust life science and technology industries. The business is tightly regulated and backed by a proactive government that, including its agencies, is quite skilled at making connections abroad. At the same time, as

much of the world struggles, Ireland has access to clean water (Deloitte Ireland, 2015). In 2022, it could be estimated that the Food market will generate \$10.61 billion in revenue in Ireland; the market is anticipated to expand by 3.89 percent yearly (CAGR 2022-2027) (Statista, 2022). With a market volume of US\$2.16 billion in 2022, Ireland has the largest meat market in the world. In comparison to Ireland, China generates the majority of revenue (1,259 billion US dollars in 2022). In 2022, per-person revenues of US\$2,128.00 are produced based on population statistics (Statista, 2022). By 2022, online sales in the food sector will account for 4.6% of total income (Statista, 2022). The increasing growth of Ireland's food industry makes it essential to focus on achieving its corporate strategies by focusing on the role of leaders and managers (see Figure 1 below).

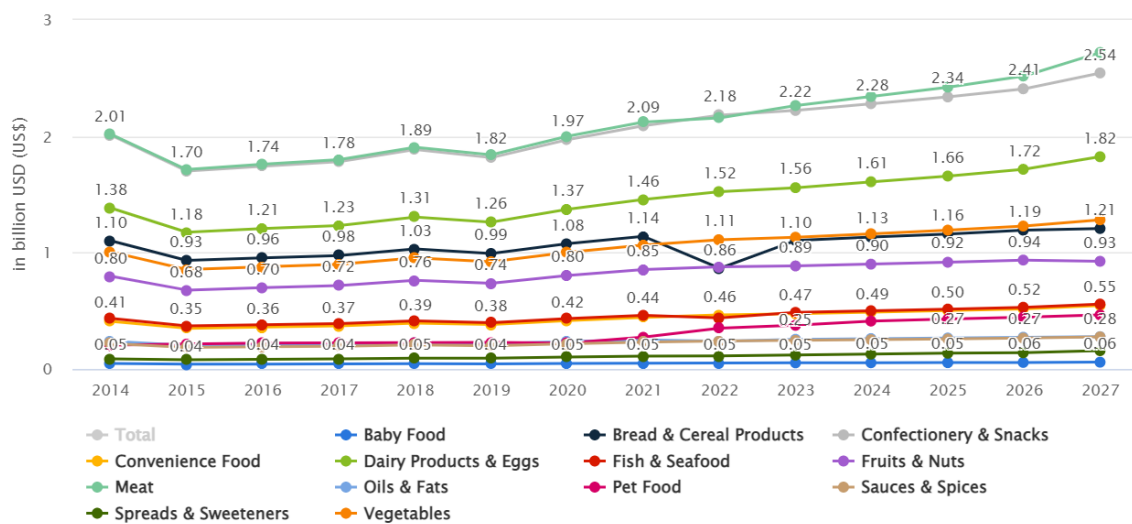


Figure 1.1: Increasing demand for food industry

Source: (Statista, 2022)

In the food industry, it is essential to have an efficient leadership style to manage the employee and the organization and an exemplary management team to cater to the customers' needs. The organizational climate is strongly affected by the leaders therein. Productivity increases and profitability and reactivity could increase if better leaders are present (Ko and Kang, 2019). A restaurant manager essentially outsources the crucial work to the supervising staff and helped in the production of catering services. They ensure that the diners have a pleasant eating experience and that the restaurant is highly profitable. The role can be played interchangeably by both managers and leaders. Managers value process, seek stability, and naturally attempt to find solutions to the issues as soon as it occurs, even before they fully understand the gravity of the problem. Leaders, on either hand, put up with chaos and a lack of discipline and are

prepared to put off a resolution once they have a better understanding of the issues. It can be observed that in the food industry often, leaders are embodied with the responsibility of developing strategies to improve employee retention. This is important since, in the past, there has been a significant turnover of the skilled labor force, which makes it essential for the leaders to develop and focus on motivation approaches to retain the leaders (Muh, 2017). A manager can develop leadership qualities to develop strategies and motivate employees.

1.3. Problem statement

The initial problem statement is to understand whether there is a need to separate leadership from management in the retail food industry or not to achieve effective corporate strategies. The problem also relates to the issue of separating leadership from management since, in many organizations, both management and leadership are used as a synonym, which creates problems in analyzing the difference between the two. Along with this, the retail food industry focuses on satisfying the needs of ultimate consumers, which makes it essential for managers to focus on their requirements (Briedis *et al.*, 2020). This is often confused with whether it will require effective leadership to make the employees work towards satisfying consumers' wants or whether managers are self-sufficient in addressing the needs of consumers.

1.4. Aims and objectives

The research aims to identify whether organizations need to focus on separating leadership from management to achieve effective corporate strategies in the food industry

Objectives

- To distinguish between the role of managers and leaders in the food industry
- To understand the importance of both leadership and management in the food industry
- To understand the significance of effective corporate strategies
- To analyze the factors which influence the role of leaders and managers in achieving effective corporate strategies
- To identify the influence of separating leadership and management in the food industry

1.5. Research question

The following question will be addressed in the research

Is it essential to focus on separating leadership from management in achieving effective corporate objectives in the food industry?

1.6 Significance of the study

The difference in the role of managers or leaders creates a conflict over leaders' and managers' responsibilities, which often obstructs the smooth flow of working among in the organisation and creates disruption. Knowing personnel leadership and management duties will help in lowering dispute arousal in the food industry (Totaltouchpos, 2022). Studying this topic could help in understanding one another's tasks and functions in the food sector, which will help them avoid confrontation and create better organizational plans. Furthermore, the research makes it possible to identify the significance of workers in an organization's quest for effective corporate strategies. Moreover, this research will also help in depicting the difference between the role of both leadership and management within an organization. Leaders are those who have the leadership skills. On the other hand, management is the discipline, and the manager is the person who practices it (Simić, 2020). The difference between both roles will help in creating effective corporate strategies. This is important since, in the food industry, there are different roles that are to be played by the managers and leaders, which will be analyzed from the research area. The research could help in analyzing whether there is any requirement to separating leadership and management.

1.7. Scope

The study will help in understanding role differences between leaders and managers within the food industry and will clarify the role and responsibilities of both managers and leaders in achieving corporate objectives. In addition, the scope of research is extended to the study of Ireland's food industry and the role of leaders and managers in it. The scope will provide an idea about the difference and similarities of the role played by both in the organization and will also help reduce organizational conflicts. Furthermore, the research study will also enable an understanding of the type of leadership styles necessary in the food industry and analyze the management style necessary for achieving the effective corporate objective. This will help future leaders develop the leadership style required in the food industry. Along with it, the scope is not limited to only the leadership style or management style in the food industry, but the scope is extended beyond the study of the food industry. Other industries such as the hospitality industry, tourism industry, and all those industries which deal with the consumer directly can benefit from the research study.

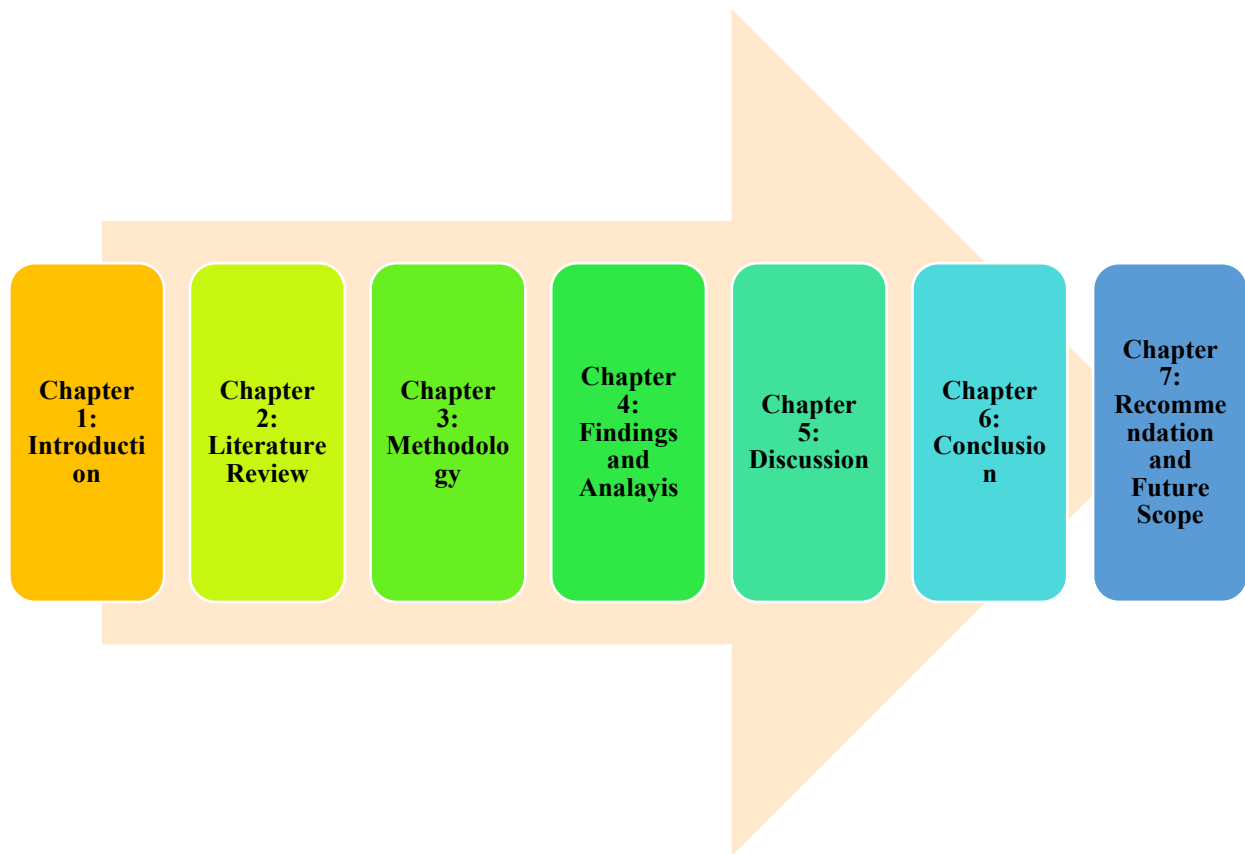


Figure 1.2: Dissertation Road Map

(Source: Author's own depiction)

1.8. Summary

This chapter states that about the difference and similarities in the role of managers and leaders and also focuses on the importance of studying the topic. The increasing growth of Ireland's food industry and the exponential growth it is expected to receive in the global market makes this topic interesting. Moreover, the chapter also depicts the scope of the study and states that its research will help future researchers to distinguish between the role of the two.

Chapter 2: Literature Review

2.1 Introduction

This chapter includes the literature review by segregating the topic into different themes. Furthermore, it would also include a theoretical framework and will explain the topics through various models and frameworks. This will help in making the concept more aligned with the research topic. Furthermore, the research also includes a literature gap and a chapter summary.

2.2 Difference between the role of a manager and leader in a food industry

For the availability of high services in business organisations, leadership and management are essential. Despite certain similarities, there may be differences in the outlook, skills, and behaviour which is essential for the smooth running of an organisation (Muh, 2017). Identifying the difference between the role of the two would also help the food industry to divide their work accordingly (Briscoe, 2015). Good managers should aspire to be good leaders, and good leaders require management abilities to be effective. Leaders have an idea of what can be achieved, share this with others, and develop ideas for making the objective a reality (Cherry, 2022). They motivate others and have the negotiating abilities to find financing and other forms of support to further their goals (Cherry, 2022). Managers make absolutely sure that the resources are used effectively and efficiently to get the best results (Briscoe, 2015). In order to achieve the best outcomes in the resource-constrained and challenging environments found in many low- to middle-income countries, managers must also be a leader (Dreier *et al.*, 2019). Both management and leadership involve persuading others, working with others, and striving toward common goals. However, management and leadership were thought to be very different domains (Muh, 2017). Management is a linear authority relationship, while leadership is a multi-directional influence relationship (Muh, 2017). In order to achieve the objectives, the organisation needs both effective managers and effective leaders, but it has been argued that leaders and managers bring different inputs.

2.3 Importance of leadership and Managers in the food industry

Different leadership styles in the food industry

Consumer concerns about food safety are increasing, and there is a significant need for creativity. World food production needs to increase by at least 60% (Six, 2017). They must deal with intense competition on a global scale and stricter client requirements. Leadership is required to address each one of these issues since leadership greatly impacts a group's activities in setting and achieving goals (Six, 2017). This can be understood from the increasing growth of the food industry.



Figure 2.1: Global Market for the food industry

(Source: Orendorff, 2022)

The significance of leadership and management in the food industry can be analysed from the above data, which depicts the increased revenue in the global food industry, which is expected to reach 513.3 billion by 2025, which would be a 60% total increase from the year 2018 (Orendorff, 2018).

According to Ko and Kang (2019), leadership is regarded as one of the most important factors for the success of any company's future development in any current and highly competitive business climate. In addition, the leader has a major role in the organisation's success or failure and has observed the impact on an organisation's success or failure by 45–65% (Ko and kang, 2019). Leaders may motivate and connect with their teams in order to help people perform their work and reach their objectives. Additionally, supervisors inspire and motivate members of staff through a range of different management philosophies (Naile and Selesho, 2014). This can be understood with the help of the *Democratic leadership style*, where leaders give their

staff some discretionary authority (Dike and Madubueze, 2019). When making a decision, the superiors are more actively engaged.

Democratic leader meets with staff regularly and recognises good work (Kumar and Singh, 2015). A democratic leader in the food industry can give their subordinates the responsibility for handling angry and vulnerable guests or have their own method of collecting orders and delivering food. A research by Al-Ababneh (2013) also revealed that the front office or receptionist as well as the food service department had a significant correlation with a democratic style of leadership when considering the various departments in the hotel. Other leadership styles, such as laissez-faire, authoritarian, charismatic, and transaction leadership, do not greatly affect employee job satisfaction or intent to quit their job (Naile and Selesho, 2014). This can be understood from the example of staff turnover in the food industry, where it has been stated that suggested that 75% of people leave their jobs because of their supervisors (Walid Abdullah Al-suraihi *et al.*, 2021). This shows that an owner's function and leadership style are essential for retaining employees. Leadership influences the level of job satisfaction, which is a factor in deciding employee retention Leadership influences the level of job satisfaction, which is a factor in deciding employee retention (Singh and Biswajit Satpathy, 2017). It is essential to look into the best leadership style for the food industry due to the high employee turnover and the importance of leadership in employees.

As per Wongsunopparat and Jaroensuk (2021), it cannot be stated that only the democratic leadership style is not the best-suited leadership style, but transformation and transactional leadership styles have also shown positive results in achieving effective corporate strategies and in gaining job satisfaction among employees. This can be understood from the example of leadership style followed in “*Istanbul's four- and five-star hotels*”, which show transformational leadership, paternalistic leadership, style of leadership and charismatic leadership styles are most effective there (Güngör *et al.*, 2016). These kinds of leaders meddle in disputes, take calculated risks, and make effective decisions targeted at innovating and changing basic business strategies (Güngör *et al.*, 2016). It is determined if there is a meaningful relationship between leadership styles and strategic decision-making.

The level of competition in the food business has increased in the 4th industrial revolution, and sustaining the company's sustainability needed a high level of performance from all its human resources. Purwanto, Asbari, and Santoso (2019) stated that the adoption of an ISO 22000 health and safety management system in the food business would assure the production of safe

products and boost the firm's competitiveness in the global market. After accounting for the effect of transactional leadership, it was determined that transformational leadership and transactional models had a significant and favourable influence on corporate performance (Feranita *et al.*, 2020). Organisations should hire both transformational and transactional leadership fashions because both have a positive influence on the success of the health and safety management system (Purwanto, Asbari and Santoso, 2019). However, according to the research's findings done by Feranita *et al* (2020), transformational leadership has a stronger overall impact on system improving performance for food safety standards.

Different management styles in the food industry

A restaurant manager essentially delegated the crucial work to the supervising staff and neglected the preparation of catering services (Lloyd, 2021). They are in charge of ensuring that the diners have a positive eating experience and that the restaurant is highly profitable. A restaurant's owner and staff are linked by the fast-food manager. This can be understood from the intense competition in the US restaurant industry (Swainson, 2019). It is the manager that oversees the seamless operation of the restaurant, which will keep the business ahead of the competition in the US market. Managers are basically embodied with the role of looking after the administration side wherein in the food industry; and their job is to look after the food safety management and to provide training and education to staff (Lloyd, 2021). The stepping stones in food safety management are education and training because they link theory to practice. The risk perception, attitude, and skills are important deciding variables in everybody's practice, from workers to supervisors. The same holds true for customers, regulatory bodies, and other societal actors with an interest in food safety (Frewer *et al.*, 2022) According to Swainson (2019), if the individuals who must put the management systems, regulatory standards, and experiences into action lack the necessary skills, training, desire, or authority, none of the scientific expertise, experiences, or management solutions will be beneficial in assuring safety. Thus, the role of managers is to ensure food safety and to look after the proper allocation of jobs and the responsibility of employees (Swainson, 2019).

2.4 Significance of effective corporate strategies

A key factor in winning the economic rivalry is the firm's capacity to create a competitive advantage (Feliks *et al.*, 2020). A corporation can gain a competitive edge if it is able to offer a decent bargain over its rivals. Competitive advantage may result from a variety of business operations, such as the creation, manufacturing, marketing, distribution, and maintenance of

their products (Hosseini *et al.*, 2018). Each of these efforts ought to be focused on strengthening the company's relative price advantage and establishing differentiation from competitors (Feliks *et al.*, 2020).

By perceptions of reality, predicting market variables, rapidly addressing customers, and anticipating potential behaviour, strategy formulation can achieve a type of scheduled vibrancy, along with this or some kind of positive circular pattern that motivates senior management and strategic decision-makers in the institution to acquire these abilities and competencies. The business strategy must be prepared by following the “hierarchical triangle” as shown in figure 2.2.



Figure 2.2: Hierarchical Triangle of successful business strategy

(Source: Abdulwase *et al.*, 2020)

Managers organise the organisation's assets, including its human resources, and perform a range of administrative tasks as a result. Planning, organising, leading, and controlling are the four main activities of management that it performs (Conkright, 2015). Planning defines the goals, chooses the methods by which they will be accomplished, and creates the plans which will be used to attain them. Describing the relationships between both the manager and the subordinated, as well as the manner of decision-making in terms of its centralisation or dispersion within the context of the organising function is the work of a manager. This could be understood from the **Resource Based View theory**. According to RBV, a business needs valuable, rare, unique, and non-substitutable resources in order to gain a strong edge over time

(Edwards, 2014). Therefore, growth strategies ought to focus on obtaining resources that will give a competitive edge (Köseoglu *et al.*, 2020). The characteristics of the food markets are characterised by making a few changes, the appearance of new emerging nations, globalisation, advancements in ICT and technology, a boost in the bargaining power of retailers, and changes in customers (Köseoglu *et al.*, 2020). These have a particular impact on SMEs, which are obligated to come up with effective techniques in order to survive in the market. Understanding the potential competitive advantages for SMEs is therefore important, and the firm needs to utilise its scarce resources to achieve the same (Carraresi *et al.*, 2012).

This can be understated from the example of the Brazilian Food industry. The research on the Brazilian food industry demonstrates how crucial it is for Brazilian food industry companies to invest in developing their competencies and strategically productive resources in order to achieve and retain a competitive advantage. The outcomes of the research on Brazilian Food industry study show how well the imitability and lack of mobility of productive assets and resources affect financial and market achievement. It also emphasises the importance of ongoing investment capital in the development, maintenance, and maintenance of distinctive, productive assets as a strategy for competitive positioning (Loureiro *et al.*, 2006).

2.5 Factors affecting the role of managers and leaders in achieving effective corporate strategies

A system for improving individual and corporate productivity that is focused on the organisation's core competencies is known as human capital management. According to the ***Human Capital Management theory***, businesses can only maintain and increase their profits when they are able to create goods and services that surpass their rivals' ability to fulfil customers' requirements (Anang Kistyanto *et al.*, 2018). It has been noted that the process of fostering employees and developing more effective ways to meet market needs in order to boost production includes the use of human capital, in the food firm industry factors such as customer satisfaction, menu items, number and quantity of meals, work environment and the number of working hours (Glanbia, 2021). This can be understood from the example of Glanbia, one of the largest food companies in Ireland. The HR manager of Glanbia supply and manage a successful generalist HR function, assisting and advising the team on all issues relevant to people (Glanbia, 2021). Establishing strong and productive working connections with all Employees Representatives, giving advice and, when necessary, taking the lead on organisational development efforts are a few factors which affect the role of a manager in

Glanbia. Moreover, establishing and upholding strong ties with all departments, including IT, Planning, Finance, Production, CI, Food Safety & Quality, and Making plans and Safety are a few other factors which are always considered by the HR manager in the company's important (Glanbiacheese.eu, 2022).

In order to address these issues, it will therefore be essential to concentrate on equipping the next generation of leaders in the food and beverage sector with the necessary skills. To successfully negotiate the complexities of the world food system, the food industry needs people with a broad range of thought and skills (Anderson, 2015). Professionals in the food industry need to think outside their current speciality and organisational barriers. Better results for business success, population well-being, food production, and environmental protection will come from an open-minded, cross-disciplinary management and food problems.

Companies can support initiatives that are creating these leaders if they have the resources to do so. Future leaders can fill the current skills gap in the food system with the aid of programs like the newly added ***Integrated Food Systems Leadership*** (Van, 2019). These new leaders will be equipped with the tools to affect the change that will be necessary for many companies to prosper as they feed the future.

Over the past ten years, there has been an increase in the consumption of food on a global scale which is an important factor which affects the role of both managers and leaders in the food industry (Hueston and McLeod, 2012). For instance, variables like population growth, the economic expansion of densely populated countries, income distribution, and urbanisation affect the role of a leader. Along with this, in order to maximise productivity in the different world food networks, significant changes have been made in the food sector. However, the output of grains and sugar, the use of agricultural land, and other aspects of the food business continue to come under stress due to the sharp increase in the consumption of food products worldwide (Neves *et al.*, 2019).

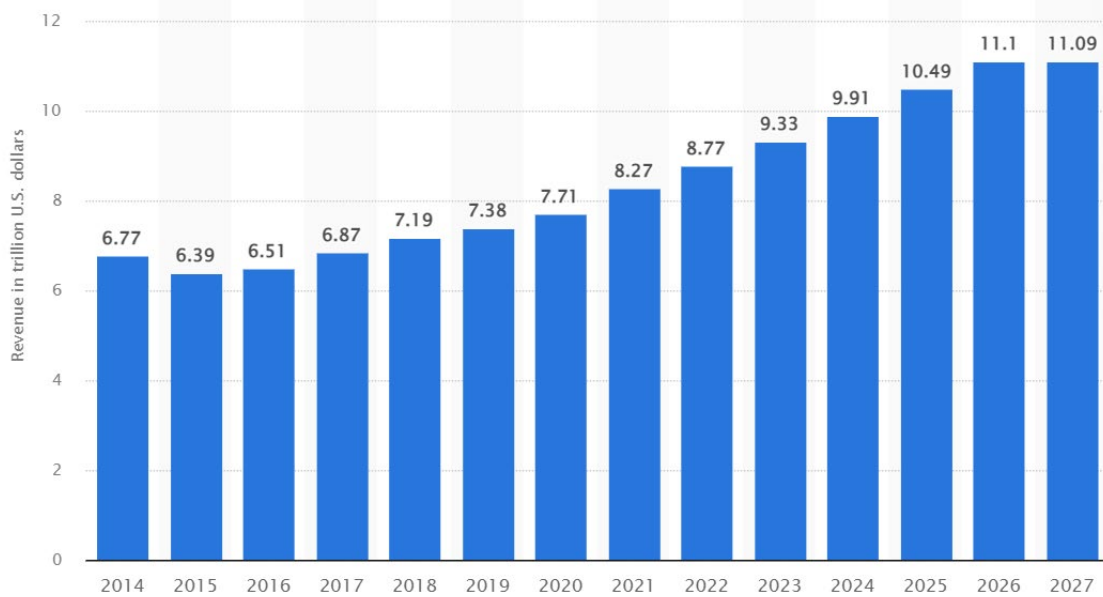


Figure 2.3: Global food market

(Source: Statista, 2014)

Over 8.27 trillion dollars in revenue were created by the global food market in 2021, a rise of more than 500 billion dollars from the year before. According to the Statista Consumer Outlook, global food sales are projected to continue to grow over the coming years and will total over 11.1 trillion dollars in 2027 (Statista, 2014).

Due to the continuous economic crisis and ongoing issues like high employee turnover and dissatisfaction, it is obvious that the food industries near future is at risk. Encouraging workers must adopt a collaborative mentality and working cooperatively which is necessary to achieve effective corporate objectives. While autonomy gives a person authority over his or her own activities and, more importantly, the "meaningfulness" of the work, rational gives a logical appeal to employees and factual knowledge in an effort to convince the employees to work better. The nature of the interaction between the leader and the subordinate is referred to as leader-member exchange (Chris and Umemezia, 2019). In opposition to low exchange connections, high leader-member exchange relationships are founded on mutual cooperation, shared objectives, and influence helps the organisation to achieve its corporate objective (Erdogan and Bauer, 2015).

2.6 Separating leadership from management in the food industry

The need for separating leadership from management can be analysed from the example of the whole food market, which has successfully used the modern approach of leadership to achieve its organisational objective. It has also been successful in retaining employees.

According to Pearson (2012), both servant leadership and values leadership are incorporated into *Mackey's contemporary leadership style*. In order to accomplish the vision of what a leader can and should be, Mackey has chosen a completely different path from traditional management, a style in which one is all-knowing, commanding, and demands authority. Rather than being a barrier to work, the old temptation to over-manage or over-control is a major source of extreme stress; new ideas can boost morale and productivity (Pearson, 2012). The industrial paradigm of the leader as a strong authoritative figure in control of an organisation contrasts with the idea of a servant leader because servant leader is more of a democratic leader. The first duty of a servant leader is to place others' needs first and to set up situations in which the followers can take on leadership positions.

However, Azad *et al.*, (2017) argue that leadership and management are one and the same. According to the literature currently in existence, managerial skills are typically derided as also being "task-oriented" and "doing things properly," whereas leadership skills are usually extolled as being "visionary" and "doing the right thing." The described distinctions between leadership and management, however, are not backed by evidence research; instead, they are an abstraction of two ideas with little universal agreement (Sobotka, 2015). In reality, the ideas of leadership and management are interchangeable, particularly when discussing the efficacy of performances within companies (Chris and Umemezia, 2019). Because of the constraints of practical application, it is difficult to determine the actual nature of the relationship between management and leadership. Employing workers who only manage or lead, as those words have previously been understood, is not appropriate in the higher education environment. Those assuming administrative jobs within our school must possess the qualities necessary for managing and leading. Hiring different individuals for the role of a manager and leader would prove to be expensive and unworkable for a hotel firm. It is ineffective to employ employees who will just have management responsibilities because this will restrict an institution's potential to develop and advance (Bonaccio *et al.*, 2019). Managing is crucial, and the first step in developing leadership-related skills is to acquire governance skills. The following figure 2.4 reflects on the difference between managing and leading.

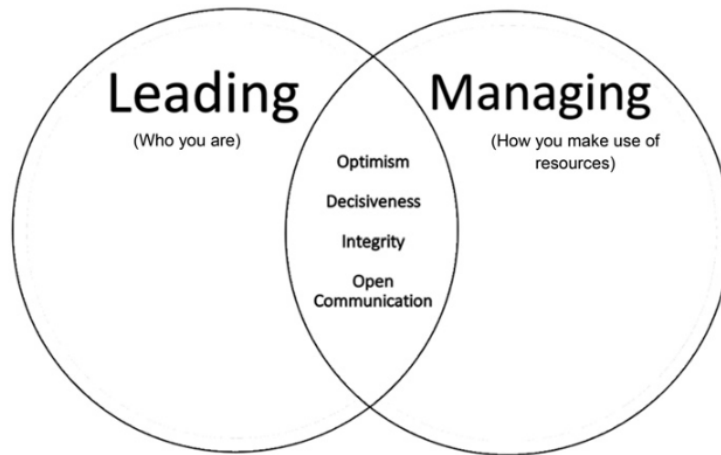


Figure 2.4: Leadership and management continuum

(Source: Sobotka, 2015)

However, Bodeklint *et al.*, (2019) argued that both leaders and managers need to focus on digitalisation in the food industry to achieve effective corporate strategies.

2.7 Conceptual Framework

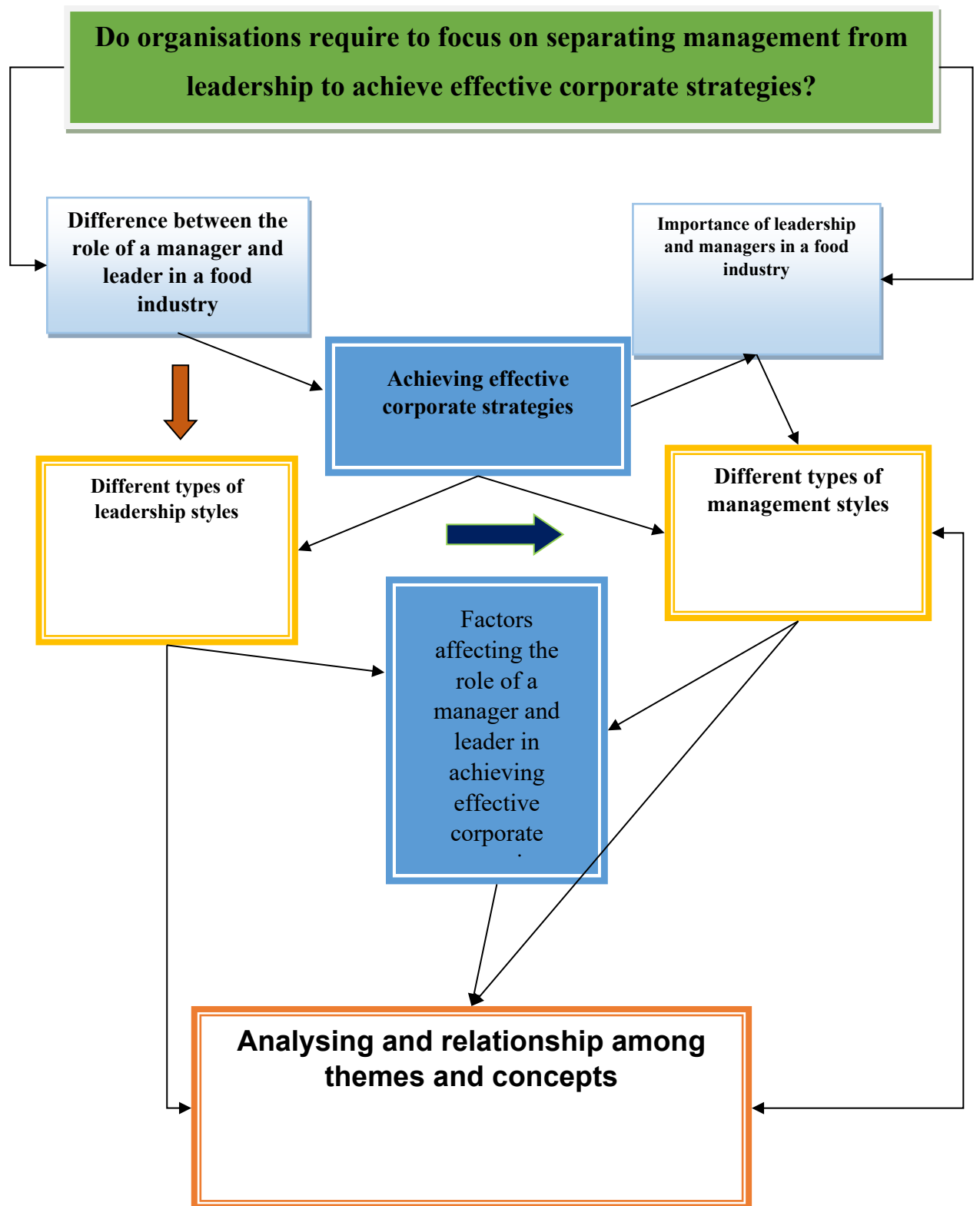


Figure 2.5: Conceptual Framework

(Source: Created by learner)

2.8 Literature Gap

In any modern and highly competitive business environment, leadership is regarded as one of the most crucial factors for any company's future growth, according to Ko and Kang (2019). However, Swainson (2019) noted that neither of the scientific understanding, experiences, nor managed services would be useful in ensuring workers' safety if the people who run the management systems, regulatory requirements, and experiences into action lack sufficient skills, training, desire, or power. However, the literature gap lies in the notion that it failed to address the leadership style best suited to the food industry. Moreover, there was no evidence of an exact management style relevant to the organisational practices. The author, Azad *et al.*, (2017) also failed to include the effectiveness of the difference between the leadership and manager's role in the food industry. There was no evidence of the effectiveness described if both aspects were separated within the industry.

2.9 Summary

This chapter states the different leadership and management style relevant to achieving effective corporate strategies within food industry firms. A democratic leader often interacts with personnel and commends good work. A democratic leader in the food industry can assign to their staff the task of coping with angry and vulnerable customers or use their own system of taking orders and delivering food. Additionally, it was determined that a manager's job is to give employees in an organisation effective training and development opportunities. The firm's ability to develop a competitive advantage is a crucial element in winning the economic conflict. It has also been analysed that a company can obtain a competitive advantage or achieve effective corporate strategies if it can beat out its rivals on price. Various company operations, such as the development, production, marketing, distribution, and maintenance of their products, can create competitive advantages.

Chapter 3: Methodology

3.1 Introduction

A research methodology gives the study credibility and produces reliable scientific findings. It also has a comprehensive framework that helps investigators stay on course, keeping the method simplified, effective, and affordable. It refers to the practices or techniques of data collection, selection, organisation, and analysis of information about a topic. The chapter will examine the extent to which organisations must focus on separating management and leadership in order to achieve effective corporate strategies through different tools and techniques. Its major focus is on data collection techniques and analysis.

3.2 Research Philosophy

Research philosophy is a set of data-gathering rules based on ideas about truth and the theory of evolution (Research-Methodology, 2016). There are generally four main types of research philosophy: pragmatism, positivism, realism, and interpretivism (Research-Methodology, 2016). Interpretivism and positivism are the two basic philosophies in which interpretivist scholars believe that the only way of finding truth (whether given or socially produced) is through social paradigms such as interaction, awareness, meanings, and tools (Research-Methodology, 2016). Positivism, on the other hand, continues to hold that only ‘truthful’ knowledge obtained through expertise (the senses), including unit of measure, is reliable (Research-Methodology, 2022). However, this research makes use of Phenomenology philosophy since phenomenology research philosophy is used when the inductive approach is used as a research approach. It is a variation of ‘*interpretivism philosophy*’, and the idea of phenomenology is produced from a large amount of data through induction, and human preferences, as well as the sector's contribution, may have an impact on the study (Liyanage, 2022).

Moreover, phenomenology in the commerce stream is an essential philosophy for investigating human experiences in management studies (Smith, 2013). A study that explores the impact of leadership style on motivating employees through in-depth interviews is an appropriate example of phenomenology studies. Furthermore, because such research must describe the experience of specimen group members, a study into work-life balance and its effect on employee performance is another example of phenomenological approach research in business.

3.3 Research approach

The research approach can be classified as an inductive, deductive and abductive approach, and the research makes use of the *inductive approach* (DeCarlo, 2018). The reason behind this is that the Inductive approach requires shifting from the particular to the general, such as when making empirical evidence about an intriguing phenomenon and working to develop theories and concepts predicated on them (Decarlo, 2013). An inductive approach is required to create valid hypotheses, so it is logically pre-existed deduction, which was required to test and refine hypotheses (Azungah, 2018). The deductive approach was rejected because it is based on testing existing theory (Woiceshyn and Daellenbach, 2018). On the other hand, inductive moves from specific observation to generalisation, and deductive moves from generalisation to specific (Woiceshyn and Daellenbach, 2018). Since the research is based on primary research, it requires testing theories and not analysing the report based on existing theories. An inductive approach will make the research move from general theories to a specific situation, making it essential for organisations to move from specific to general. Moreover, the inductive approach is also useful in situations where little literature or theories are available on the topic (Woiceshyn and Daellenbach, 2018).

3.4 Research Design

The structure of the research methodology that a researcher chooses to conduct a study is called the research design. With the help of the research design, researchers can concentrate on devising a research methodology relevant to the field and result in successful findings (Asenahabi, 2019). For this purpose, correlational research design has been chosen since it establishes the relationship among variables (Ta.n, 2014). The correlational research design will help developing a relationship among factors affecting leadership and management in an organisation's setup and also in analysing relationship between the two. In that case, it can conduct exploratory research (Thomas and Raheem LAWAL, 2020). Another reason for choosing a correlational research is that it would help exploring the factors and variables between the leadership and management concepts and provide s structural framework for conducting new research on the topic. This research design lets internal reliability be described without addressing population characteristics, and it can be used for statistics, frequencies, and averages. Since the research makes use of analysing the sample characteristics, it is beneficial to use an correlational research design. Another research design such as exploratory and descriptive research design longitudinal, descriptive research design was excluded since it does not fulfil the research topic's structural framework.

3.5. Data collection method

Collecting and measuring data measuring information on targeted variables systematically allows a researcher to answer stated research issues, test hypotheses, and assess outcomes is referred to as data collection (Sayed, 2016). The chapter will look at how far organisations must separate management and leadership in order to achieve effective corporate strategies. There are three different types of data collection techniques, Primary, secondary and mixed (Ajayi, 2022). Both primary and secondary data collection methods have been used in the research, which is gathered through direct experience. Since primary data has still not been changed or altered by living beings, its validity surpasses that of secondary data. This research also makes *uses open-ended interview questions* and a one-on-one discussion with the respondent. The benefit of using the interview question is that the interviewer can document not only the interviewee's statements but also observe his body language, gestures, and other reactions to the queries (Lowry, 2015). This allowed the respondents to draw conclusions quickly. Moreover, since primary data is collected from the respondent directly, the objectivity of the data could be maintained, which helps provide clear direction to the entire research process. The secondary data collection has also been taken since it provides the perspective of other authors too on the same subject. Secondary data are published by someone else, which makes it and is less costly than primary data collection method.

Data Analysis

Data analysis is done through either qualitative or quantitative data analysis techniques. This research uses *qualitative data* analysis since it is an unstructured, exploratory research technique used to assess highly complex occurrences that quantitative research could not explain. Thematic analysis has been used by dividing the research into similar topics. This provides ease of data analysis (Braun and Clarke, 2012). However, it generates ideas and hypotheses for a future research study. Qualitative research is used to achieve a thorough consideration of human experience, approaches, purposes, and motivating factors through opinion and interpretation to determine how people are thinking (Ahmad *et al.*, 2019). It is a type of study in which the investigator gives greater mass to the participants' viewpoints. The choice to use qualitative research analysis is made due to the thought that social sciences cannot be examined as completely utilising the same methods as physical and natural sciences. It also takes into consideration the fact that human behaviour is situational, necessitating a thorough survey of the behaviour. By applying qualitative research and considering using an 'industry insider' perspective, research tends to be private and thus more subjective (Sutton and Austin,

2015). In contrast, quantitative research has been rejected since it makes use of numeric data and is entirely based on calculations and statistical analysis. Whereas qualitative analysis uses analysing of the respondents' perspectives related to the concept of leadership and management effectiveness in achieving effective corporate strategies.

3.6 Sample size and sample techniques

One of the core components affecting a study's accuracy is sampling. There are different research sampling techniques, including non-probability sample selection like sample selection, self-selection sampling, convenience sampling, snowballing, and purposive sampling, as well as probabilistic sampling strategies like simple random sampling, independent chance of being selected, and stratified random sampling (Bhardwaj, 2019). This research makes use of non- probability sample since it is inexpensive and easy way of obtaining data (Showkat and Parveen, 2017). Within non probability sample specifically the research makes use of convenient sampling. Five discussion questions were presented to the three randomly chosen employees to understand better their perspective on differentiating administration from leadership in order to develop successful corporate strategies. Because members of the sample in this sort of sampling are chosen at random and purely by accident, the research employs a “convenience sampling technique” (Etikan, 2016). As a result of everybody having an equal opportunity to be chosen, the pattern's attractiveness is unaffected. This technique of sampling works the best in racially homogeneous populations. Convenience sampling (also known as availability sampling) is a type of non-probability sampling that collects data from individuals in the population who are readily available to take part in the study. Facebook polls or queries are a popular example of convenience sampling and convenience sampling is a type of sample selection in which the first obtainable primary data source is used for the research with no other requirements. In other words, this sampling method entails gathering attendees wherever they can be discovered, which is usually wherever it is useful.

3.7 Ethical consideration

Ethical responsibility is an important aspect of research that must be discussed in order to complete the project successfully. The researcher has chosen to achieve the research goal by considering the study's ethical findings (Sileyew, 2019). Journals and reports for the study will be collected from websites, and all journal data will be cross-checked to ensure the original study's integrity. Furthermore, the researcher is in charge of creating the study without

favouritism toward anyone else viewpoint on the research topic. Research papers and journals of the past ten years will be analysed to maintain the validity of the information gathered. As a result, the study is objective, suggesting that the research was appropriately performed. Moreover, since the research uses primary research and analysing of qualitative interviews, it is important to protect the privacy of the respondents. The "General Data Protection Act 2018" will be employed to protect the respondents' personal information and data. The Data Protection Act of 2018 regulates the way businesses, government entities, and individuals use personal information (GDPR, 2018). Along with this ethical guideline of the college has also been followed for data collection and storage.

3.7 Summary

This chapter states the data collection method where the primary data collection method has been employed. Along with it, this chapter also states the reason for using thematic research analysis technique since it studies the behavioural aspect of the researcher. Along with this, the chapter also provides the research philosophy where ideas for phenomenology are produced through the inductive approach technique from massive quantities of data, and human preferences, as well as industry contributions, may have an impact on the research. The inductive research approach has been used as the research approach technique since it requires shifting from general phenomena to specific. With the help of research philosophy, the research topic will be narrowed down to the extent to which leadership and management should be separated from each other. Since the research makes use of primary qualitative research, the behavioural aspect of the respondents could also be analysed.

Chapter 4: Findings and Analysis

4.1 Introduction

Chapter 4 helps in providing specific details about the data and facts gathered during the research. This chapter explores the data gleaned and how it was used in the research, which focuses on separating leadership from management to achieve effective corporate strategies. In order to analyze the concept, *thematic analysis* was carried out by the researcher because the research is based on qualitative analysis.

4.2. Thematic Analysis

Theme 1: Concept of leadership and management in the food industry

Leadership is usually considered as people managing a team and ensuring everyone performs their job (Sohmen, 2013). In order to be a commander, leaders must have a vision and are able to convey it to others. Leaders develop a relationship with those who contribute to the sudden realization of a vision and are not frightened to motivate people to take risks if it means profiting from the long-term plan. Leadership is frequently thought of as simply managing a team and making sure that everyone is doing their job. This is deception, not authentic leadership. Leaders must have a vision capable of conveying it to others to be commanders (Van de, 2019). Leaders develop relationships and cordial behaviour with their followers and those who contribute to the sudden realization of a vision. Their teams had also accomplished greater than any member of the team might have imagined possible. This addresses question 1 of the survey questions, which states the role of managers and leaders in the company. Three people answered the interview questions.

The first participant is Ego, who works as a bar manager in the old orchard. The second participant is Callen, who works as a kitchen porter, and the third is Era, who works as a chef de partie. All three participants work in the food industry, making the primary research more relevant. The first participant, Ego, stated that he is pretty aware of the role of leadership and management in the food industry and understands a little about the role of managers and leaders in the food industry. However, the second participant, Callen, stated that there is minimal information about the role of leaders and managers in the company (*Refer to Appendix A*). This states that there is a need to conduct more research on the selected topic to understand the participant's importance of leadership and management in the organizational context. However, the third participant, Era, stated that he possesses optimal knowledge about the role of both entities. However, the roles were not very clearly defined by the participant.

However, when the participants were asked about their perceptions of the difference between leadership and management, the first participant, Ego, stated that there is a difference between the role of a manager and a leader. When finishing a task, a leader cooperates with the employees. Management can be but is not always a leader and is typically concerned with proper workflow and resource management (LUNENBURG, 2020). Leaders are typically more approachable but also simpler to obey. Management, except for leadership roles, is generally a more faraway and conceptual entity, allowing them to scold but potentially scarier to investigate as a worker (Leadership.net.pl, 2021). Whereas when completing the tasks, a leader collaborates with the employees. Management is not always a leader and is usually concerned with true collaboration and resource management (Leadership.net.pl, 2021).

On the other hand, leaders are usually more friendly and easier to comply with. In contrast, management, excluding leadership roles, is generally more distant and abstract, making them easier to suppress but possibly more disturbing to scrutinize as a worker (Tovmasyan, 2017). The second participant, Callen, stated that the leader's job is to push the team towards pursuing a particular work, whereas the manager's work is to handle any particular situation easily. The third participant's Era believed that leaders could influence, inspire, encourage, and enable everyone else to succeed and grow while contributing to the company. On the other hand, management is more worried about the framework, operations, and outcomes. The view about the question is that there is a vast difference between the role of a leader and manager. Hence all three participants have a different viewpoint about the difference between the role of a leader and a manager. This could also be related to the literature review, which states the difference between the role of a manager and leader in the food industry. Despite some resemblances, there may be differences in outlook, skills, and behaviour that are crucial for the smooth operation of a company (Raducan and Răducan, 2014). Recognizing the distinctions between the roles of leaders and managers would also help the food industry in separating their work accordingly. Good managers must aspire to be good leaders, whereas influential leaders require management skills. Leaders envision what can be accomplished, share their vision with others, and devise strategies for making the goal a reality (Kemal Surji and Rrt, 2014). They motivate others and possess the negotiating skills to obtain funding and help further to achieve their goals (Benedictine University, 2016). Managers ensure that funds are used efficiently and effectively to achieve the best results. As per the analysis of the food industry, role of both the leaders and managers are equally important. The other participants Callen and Era also supported the fact that there is a difference between the role of managers and leaders. This

depicts that based on the participants' viewpoints, considerable differences exist between the role of a leader and manager, which makes it essential to differentiate the work of the two.

Theme 2: Importance of separating the role of a leader and managers in the food industry

Leadership and managership are complementary but distinguishable roles (Algahtani, 2014). A visionary leader increases output motivates and encourages others to achieve their futuristic goals, whereas a manager is in charge of the day-to-day operations of a company. Typical standard managerial duties include ensuring that products and services are delivered to customers as expected. This can be understood from the example of Fresh ways Food company, Ireland where Managers provide training to the employees which can be understood from the customer satisfaction and the quality of food provide to the customers (Freshways, 2021). A manager must robustly understand customer service while assessing business operations and all statutory obligations. A manager also must ensure that all health and safety at work responsibilities are met, along with planning expenditures and arranging suitable staff training (Zakeer *et al.*, 2016). However, the role of a leader is to create a vision and direct their employees, including the managers, to follow the vision. There is an intense difference between the role of leaders and managers in the food industry. This statement was supported by the Literature review where Swainson, (2019) stated that the interview questions also relate to the same question where the participants were asked about the importance of separating leaders and managers in the food industry. The first participant, Ego, stated that it is essential to separate the role of a leader and manager because both require different degrees of accessibility and communication. Along with this specific works require a high level of motivation where the role of a leader becomes essential.

In contrast to the above statement which states that there is need of high level of motivation for employees to perform better, some job requires cooperation where the manager's role becomes crucial. However, another participant Callen was unsure about the importance of separating the two entities and stated that it is more like having someone to help the team achieve its objectives. Along with this it also requires someone to deal with the team's problems so that the team is relieved from immense pressure and it also ensures the work distribution. However, this insight does not relate to the Literature review since the LR states that there is a considerable difference between the two entities and is not only related to the work and responsibility of the team. However, the difference in the role and responsibility of a leader and managers affect the organizational objectives of the entire work procedure (Cakir and Adiguzel, 2020). It is a broader term than stated by the second participant Callen. However,

participant 3 Era also provided a general perception by stating that a healthy workforce is required to achieve better communication in the organization (*Refer to Appendix A*). Still, the participant did not specify why it is crucial to separate the two. The perception of the third participant did not provide a clear insight into whether or not it is essential to separate the two in the food industry.

Theme 3: Achieving effective corporate strategies by separating leadership and managers in the food industry

The leader's impact is assessed using various approaches in the context of an individual and societal level, such as revenues, profit rates, return on investment market share, or stakeholder comments (Freshways, 2021). As a result of these features, which are encapsulated in the concept of leader effectiveness, it has been investigated that the effects of knowledge-sharing behaviour within the company on business performance as well as firm performance and strategy is essential. Along with this it is also essential to have well as the relationships among them for achieving effective corporate strategies (Cakir and Adiguzel, 2020). It has also been observed that operational leadership is required in the food industry. This can be analyzed with the interview question about achieving effective corporate strategies by separating leadership from management. The first participant, Ego, stated that leadership and management should preserve a certain level of communication; however, a few tasks and areas may profit from taking control more autonomy rather than a regular conversation with management. By deciding what level of interaction is required in organisation, specific schemes that would end up making such tasks or areas more effective can be developed. This also supports the argument that the Resource-based view prioritizes achieving effective corporate strategies in the food industry in the literature review. As mentioned in figure 4.1, leadership is one of the essential components in achieving the proper corporate strategy in business. This is because every organization has some resources that are rare and vital for the organization's success (Kodua, 2019). The leaders and managers need to identify those resources and incorporate them into their specific roles. Operational leadership requires analysing production and financial costs and directing its employees to fully use the available resources.

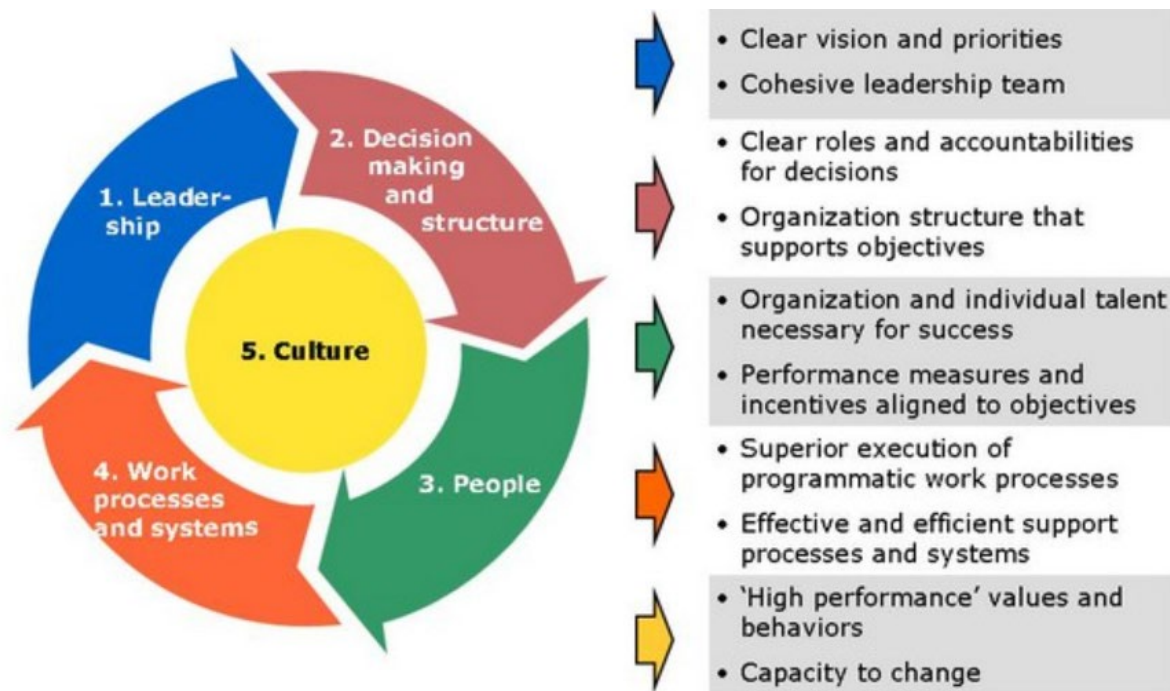


Figure 4.1: Leadership is essential for achieving corporate strategy

(Source: bridgespan.org, 2022)

The other participant, Callan, stated that different tasks could be set for each leader so that each leadership style matches the task that is in accordance with the leadership style that the leader possesses. However, the third participant Era only stated that one could achieve effective corporate strategies by giving more priority to people than to work (*Refer to Appendix A*).

However, when asked about whether management and leadership can work together to achieve effective corporate strategies, all three participants stated that both entities work together. This can be related to the Literature review where Azad *et al.* (2019) stated that leadership and management are one and the same. According to the literature, managerial skills are frequently derided as being "task-oriented" and "doing things properly" (Hoffman and Shipper, 2012). In contrast, leadership skills are frequently espoused as being "visionary" and "doing the right thing." It is like two sides of the continuum where only the role and jobs differ, but the work remains the same. However, this perception of the participants was not supported by much relevant literature in the LR section. The primary focus was on separating leadership from management to achieve effective corporate strategies.

In the interview question pertaining to the importance of effective corporate strategies in the food industry, the first participant, Ego, stated that to keep their competitive advantage, firms in the food industry required four generic techniques: focus, cost, distinctions, and leadership.

However, the second and third participants, Callan and Era, stated that they didn't have much to elaborate on the question provided. This question could be related to the theoretical aspect of literature review section, which also states the factors affecting the role of managers and leaders in achieving effective corporate strategies. This was analysed from the example of Glanbia, one of the largest food companies in Ireland. It was stated that Glanbia's HR manager provides the services of a practical generalist HR function, assisting and instructing the team on all individual issues. Establishing strong and efficient working relationships with all employee Representatives, offering advice, and, when necessary, taking the initiative on organizational continued development are just a handful of the factors that influence an owner's role in Glanbia (Talukdar, 2019). Furthermore, the Human resource always thinks about the importance of forming and maintaining strong ties with all departments, including IT, Planning, Finance, Production, CI, Food Safety and Quality, and Planning and safety. Glanbia is one of the largest food companies in Ireland due to its effective leadership, which depicts the importance of both leadership and management in the Ireland food industry (Glanbia, 2022).

Theme 4: Separating leadership from management in the Food Industry

The last question in the survey interview questionnaire pertains to the influence of separating management and leadership in the industry. This can first be analyzed with the notion that there exists a broader difference between the two terms, and separating leadership and management would help the food industry achieve its organizational productivity. Leadership is the act of bringing about favourable, non-incremental change through proper planning, vision, and strategic plan (Hassan Elsan Mansaray, 2019). Workforce empowering and adaptive decision-making are essential leadership features (Chhotray, Sivertsson, and Tell, 2017). People frequently equate leadership with one's position within a company. However, titles, managerial staff, or self-interests have nothing to do with governance. It is also not restricted to describing individual traits like improved eyesight or a charismatic personality.

Management entails to carry out pre-planned tasks consistently with the assistance of subordinates. A supervisor is solely accountable for carrying out the four essential management functions of planning, organizing, leading, and attempting to control (Wilson, 2013). Managers can only become rulers if they carry out their leadership roles effectively, including communicating good and bad news, supplying inspiration and guidance, and encouraging others (Kolzow, 2014). The first participant, Ego, stated that separating leadership from management could impact the organization. The participant also stated that both managers and leaders should work together in the best possible way and must collaborate as much as possible

to make it easier for employees to go through all the processes and struggles (*Refer to Appendix A*). This can be supported by the analysis from the Literature review section, which provides an example of the case of Whole Foods Market. The company has effectively used a modern leadership approach to accomplish its organizational goal and has also been successful in employee retention (Cuenllas, 2013). This depicts that it is leadership and management do have influence over the organization's effectiveness. However, the second participant, Callen, stated that if both leadership and management are separated, it could result in a happy workforce and a clear mission and vision. The leader also enables the organization to set the objective and also enables to make the roles and responsibilities of each worker easier. However, the third participant era was unsure about whether separating leadership from management would enable the organization to create any influence. Managers and leaders play an important role in depicting organizational success and achieving its objectives (Su and Baird, 2017).

4.3 Summary

Based on the analysis of the chapter, it can be stated that there is a difference between the concept of leadership and management, where leadership is defined as the social relationship between two or more individuals who rely on each other to achieve mutual goals in a group setting. Good leadership aids individuals and groups in achieving their goals by focusing on the group's maintenance requirements and task needs. Leaders are individuals who take charge of an institution and delegate responsibility to other representatives in order to achieve the most significant results. Leaders provide tools for success to their team members and are the emotional admirals of the ship. On the other hand, management in the food industry is based on planning, organizing, Directing, controlling, and monitoring the organization's activities. All three participants agreed that there is a considerable difference between the two concepts. However, the participants also stated that if leaders and managers work together, they could achieve effective corporate strategies and could help the industry. Participants also agreed that it is essential to separate the two to achieve effective corporate strategies to understand the roles and responsibilities of each manager and leader. Furthermore, managers and leaders must identify those assets and incorporate them into their specific roles. It has been ascertained that an operationally complex process requires analyzing production and financial costs and trying to direct employees to make the most of the available resources.

Chapter 5: Discussion

5.1. Introduction

This chapter provides a detailed discussion of the themes and analysis developed in chapter 4. Furthermore, it would also provide a detailed analysis of the concepts and analysis of the participants, which would assist in developing a core understanding of the research.

5.2. Discussion

5.2.1. Concept of leadership and management in the food industry

Providing quality of service in the food industry is one way to attract customers products and services of the company, in addition to being the personality of a company. This discussion provides a response to objective 1 of the research, which is to analyse the roles and responsibilities of managers and leaders in the food industry so that the food industry could extensively utilise leadership and management separately in their business processes. Analysing the concept of leadership and management was discussed in section 4.2 of chapter 4, theme 1, since it would help in analysing the different roles of leaders and managers had to play in the organisation. In this regard, different leadership styles need to be followed by organisations in the food industry. Followers and leaders exchange services to accomplish their objectives in transactional leadership (Hussain et al. 2017). This theory is based on the “social exchange theory”, in which the leader rewards the employees for achieving targets. It consists of daily exchanges or transactions between leaders and followers, such as contracts or rewards. The leader takes it upon himself to contact employees in order to exchange information. The necessities of both the follower and the leader are met through this exchange process, but their objectives are unrelated in the context that they are not trying to pursue a common goal (Hussain et al. 2017).

Consequently, transactional leadership theory assumes that staff will perform their duties efficiently to accomplish organisation objectives based on transactions such as rewards (Swadimath, Basava and Joshi, 2014). Food industry management involves trying to take a system-wide view of the managerial problems facing food industry firms, acknowledging the increased interdependence among such companies, and concentrating on generating consumer value (Iyer, 2020). Best practices in management for utility effectiveness in food processing establishments are being implemented and scheduled. The participants in the interview agreed that the concepts of leadership and management are different, and the organisation needs to understand both concepts separately.

Along with this, it has also been analysed that both the leaders and managers are two different continuums of the same thing. Management and leadership are essential for providing high-quality services. Although the two are alike in some aspects, they may involve differing views, skills, and behaviours. Good managers must strive to be effective leaders, and good leaders must have managerial skills in order to be effective. Leaders will have a view of what can be accomplished, interact with others, and develop strategies for achieving the vision (Muh, 2017). They can inspire others and negotiate for assets and other types of support to achieve their goals. There are many examples of the incident, such as Glanbia or whole foods, where organisational success has been due to the fact that there was the separation of leadership from management in the food industry. Managers are the individuals who have delegated this task effectively, and it is generally suspected that they accomplish the desired objectives through the key functions of budgeting and planning, organising and staffing, problem-solving, and controlling (Liphadzi, Aigbavboa and Thwala, 2017). Leaders, on the other side, chart a course, align people, encourage, and inspire. Other researchers think that a leader has a soul, enthusiasm, and creativity, whereas a supervisor has a mind, logic, and persistence (Bennet, Bennet, and Lewis 2015). A leader is adaptable, inventive, inspiring, brave, and self-sufficient, while a manager is advisory, analytical, intentional, authoritative, and sustaining.

5.2.2. Importance of separating the role of a leader and managers in the food industry

This discussion provides a response to objective 2 of the research based on which theme 2 was developed, which states the Importance of separating the role of leaders and managers in the food industry. To achieve the organisational objective, it is important to separate leadership from management in the food industry (Nayak *et al.*, 2018). The objective states the impact of separating leadership from management which brings effectiveness to the working process of the organisation. In order to maximise long-term success, organisations need to have both a manager and a leader and incorporate their roles. Merely having management or leadership skills is no longer appropriate for success as just an executive. Many would argue that in the current business environment, considering the significance of inspiring people to help the company grow, prosper, and become self-sustaining, it makes sense to put governance on par with management (Taxmann 2022). To achieve organisation success, you must recognise the distinctions between leading and managing and how to integrate the two roles. As a manager, one must ensure that a task is successfully completed, and as a leader, one must care about it and focus on the people who carry out the task. The Literature review discusses the fact that it is important to separate leadership from management where “John Mackey's contemporaneous

leadership” style incorporates both servant leadership and values leadership. Mackey has selected a completely different path from conventional management in order to achieve his view of what a leader can and should be, a style that is all-knowing, commanding, and demands authority (Schumacher 2019). The old lure to over-manage or over-control, rather than being a barrier to work, is a significant source of extreme stress; innovative concepts can boost productivity and morale. The Importance of leadership and management was also elucidated in section 2.4 of the Literature review chapter, where the Importance of separating leadership and management was discussed to achieve effective business strategies. It was explained with the example of ABP Food Managers, where the "ABP food group" are willing to take responsibility for stock, controlling, and trying to manage company issues, providing essential food items, running a venture, controlling, utilising, and storing materials from clients, and providing employee training within the store (Abpfoodgroup.com, 2022). The example of successful organisations depicts that effective organisation performance can only be attained when the leaders and managers are clear about their roles and responsibilities. This can be done only when both roles are separated and identified.

5.2.3 Achieving effective corporate strategies by separating leadership and managers in the food industry

This discussion is in response to objective 3, which focuses on understanding the influence of separating management and leadership for achieving effective corporate strategies and the same was analysed under section 4.4 of theme 4. The theoretical aspect of the LR chapter indicated in section 2.5 has been supported by the perspectives of the participants in the interview that it is essential to separate leadership and management. Here all the participants in the interview also agreed that it is essential to separate leadership and management and was supported by the 2.5 section of the Literature review section. It elucidates that the organisation's value is increased when the balance between staff, customers, community, and interested parties is maintained (Kaehler and Grundei 2019). Management is concerned with managing responsibility to steer and clarify the organisation's orientation, which is also crucial in setting the organisation's mission and vision. Both leaders and managers become more focused, and it also establishes a proper connection with the roles and responsibilities of the two entities. Furthermore, the participants also agreed that to achieve effective corporate strategies, it is essential to separate the role of both. This could be supported by the fact that today's organisations need to survive and overcome the possible challenges only when there is a difference and clarity between the roles and responsibilities of the two.

Due to the realities of practical implementation, deciding the truth about the connection between leadership and management is challenging (Selart 2010). Historically, the higher education environment is not amenable to employing people who only manage or contribute. Those who retain administrative jobs in our academy must have the abilities, skills, and attitudes associated with leading and managing. Hiring people to manage or the result would be costly and inefficient. Recruiting only people with management is inefficient and will have a negative impact on an institution's capacity to expand and improve. Managing is crucial, and the first process is to develop managerial skills. Thus, this states the importance of the role of managers in the food industry (Azad *et al.*, 2017).

Furthermore, a Leader is necessary for the establishment of a food hygiene culture. To become an exemplary leader in food safety, a company should have a food safety culture, a strong leadership structure, and leaders or supervisors who are willing to lead their staff members in Food Safety. This concept was further discussed in section 2.6 of the Literature review chapter, which states the factors affecting the role of managers and leaders in achieving effective corporate strategies. This also meets objective 4 of the research, which states the factors which influence the role of leaders and managers in achieving effective corporate objectives. It stated about “Human capital management theory”, that focus on the development of goods and services which surpass the competitors and is possible when each individual is clear with their responsibilities (Dash 2012). The leaders need to act as future leaders who can use initiatives like the newly added Integrated Food Systems Leadership to fill the current skill shortage in the food system. These future leaders will be given the tools they have to effect the change that will be required for so many businesses to thrive as they nourish the future. Over the last ten years, there's been an increase in global food intake, which has an impact on the roles of both managers and leaders in the food business (Van, 2019).

5.2.4. Separating leadership from management in the food industry

Separating leadership from management in the food industry meets objective 5 of the research question, which is based on separating leadership from management in the food industry for effective management. This also elucidates 4.5 themes of chapter 4, which states about separating leadership from management in the food industry, where all three participants state about separating leadership from management to achieve effective corporate objectives. This is because leaders bring about the vision of the organisation. It is simply impossible for institutions to accomplish great things if they do not have clear future expectations, and it also

leads to a wastage of time, money, and manpower in the organisation (Boynton 2016). Visions focus minds, hearts, and energy.

Moreover, not all leadership style suits the organisation; therefore, it has been analysed that the transformational leadership style best suits the organisation (Holtzman, 2015). This was further supported by the literature review analysis where section 2.4 depicts the different leadership styles where transformational, democratic, and transactional leadership styles have been found to be essential in the organisational context. It has been observed that separating leadership from management has improved employee performance. A good relationship between leadership and employees helps promote management (Cakir and Adiguzel 2020). The absence of gaps among leaders and employees will create a good working environment, which will affect an organisation's or company's accomplishments. Transformational leaders use four parts to improve employee performance and achieve their goals: inspirational, charismatic, academic stimulus, and individual attention (Roz, 2019). Moreover, the research conducted demonstrates that there is a good association between transformational leadership styles and organisational performance. According to some other research, the transformational leadership style prototype has a positive effect on employee performance (Holtzman, 2015). Moreover, it has also been analysed through the example of Abp Foods that effective management ought to improve employee performance, thus making the company one of the biggest food companies in Glanbia. Glanbia's Hr department is said to provide a pragmatic generalist HR function, assisting and advising the team on all single issues (Glanbia, 2022). Developing strong and effective professional relationships with all employees, providing advice, and, when necessary, taking the necessary steps on organisational continued development are just a few of the factors that influence a manager's role in Glanbia. There are different departments for IT, Planning, Finance, Production, CI, Food Safety and Quality, and Planning in Glanbia is one of Ireland's largest food companies of its effective management style, demonstrating the Importance of both leadership and management in the Irish food industry for achieving effective corporate strategies.

5.3 Summary

This chapter provides a detailed discussion of the objectives and themes analysed in chapter 4. It has been analysed that there are different Concepts of leadership and management in the food industry. A leader has to deal with diversity and be visionary where managers need to plan, direct, control and coordinate different departments of the organisation. It has also been observed that it is important to separate leadership from management in the food industry since

leaders inspire everyone else to lead: Leader influences those over them to recognise their own leadership capabilities. Employees will be given a voice or the chance to lead a team or facilitate a conference. They don't just focus on the proper order of things and a clear statement of each person's role, but leaders take any chances. Leaders are much more open to new things and coming up with innovative solutions to everyday problems. Those that only manage processes will depend on the figures or data to determine the right plan of action. They rarely use their instinct or gut intuition to resolve issues, preferring to rely on did try methods. They avoid anything that might disrupt the group's flow.

Chapter 6: Conclusion

6.1. Conclusion

Chapter 1 presents an overview of the dissertation chapters and provides background. It also identifies the issues and objectives that were regarded when writing the research article. The researcher's goal in Chapter 1 is to understand the difference between the role of a manager and a leader for achieving effective corporate objectives. Chapter 1 is crucial since it helps explain the significance of the research paper and identifies different leadership and managerial styles necessary to achieve organisational objectives. Chapter 1 also provides a base for further research. This chapter also presents the aim and objectives of the research paper based on which the entire research is conducted.

Chapter 2 describes the topic and discusses various aspects of leadership and management style. It was observed that the manager is responsible for managing while the leader innovates. This means the leader is the one who generates fresh concepts and inspires the rest of the team to think ahead. This individual must keep their eyes on the frontier and devise new tactics and strategies. Leaders must be up to date with the latest trends, studies, and skill sets. It was also discovered that the leader inspires trust, whereas the manager is concerned with control. Particular examples of food companies have achieved great success due to proper division of leadership and management.

Chapter 3 presents a detailed analysis of the various methodologies used by the researcher to generate an authentic research paper on the research subject. The chapter also aids in explaining the diverse methods and ideologies chosen by the researcher to identify the effects of management and leadership style in achieving effective corporate strategies. In order to achieve its objective, this research paper used an inductive analysis. Furthermore, a survey questionnaire method was used, and the participants were asked open-ended questions. Primary qualitative research has been conducted to arrive at a conclusion. Furthermore, the researcher also makes use of phenomenological research philosophy, correlational research design and primary qualitative strategy for analysis purposes.

Chapter 4 and chapter 5 discussed the themes developed, provided an in-depth analysis of each theme, and discussed in detail the importance and influence of separating leadership and management. Chapter 5 critically discusses the themes by linking them with the objectives and literature review. This helps develop a logical continuation of the discussion in the fundamental research.

6.2 Linking with Objectives

Linking with Objective 1: To distinguish between the role of managers and leaders in the food industry.

The first objective was achieved in theme 1 of chapter 4 and section 2.2 of the LR chapter. The first objective is to distinguish between the role of a leader and a manager, which was well linked with the Literature review chapter that discusses the difference in the role of managers and leaders. This was further elaborated in chapter 5, where the leaders were understood to be very visionary, whereas managers are expected to be systematic and more organised.

Linking with Objective 2: To understand the importance of both leadership and management in the food industry.

The second objective was achieved in theme 2 of chapter 4 and section 2.3 of the LR chapter. It focuses on understanding the importance of leadership and management in the food industry, which was well linked with the literature review chapter, section 2.3, where different leadership styles and managerial styles were discussed and were further well linked with the discussion in chapter 5. It was stated that the role of a manager is to establish and maintain strong connections with all departments, including IT, Planning, Finance, Production, CI, Food Safety and Quality, and Planning and Safety. This objective also discusses the various leadership and management styles needed to accomplish effective company strategy in food industry firms. In contrast, a leader's role is typically to interact with staff and recognise good work.

Linking with Objective 3: To understand the significance of effective corporate strategies.

The third objective was achieved in theme 3 of chapter 4 and section 2.5 of the LR chapter. It analyses the significance of effective corporate strategies linked with the literature review chapter where the importance of remaining competitive in the industry was sought to be essential for which it is essential to separate the role of leaders and managers. This was further discussed through developing themes in chapter 5, where all the participants also agreed to the fact that it is essential to separate the leaders and managers where a democratic leader in the food industry can assign the responsibility of dealing with angry and vulnerable clients to their staff or use their system of taking the order and delivering food. Furthermore, it was ascertained that a management function is to provide efficient learning and development programs to employees in the organisation.

Linking with Objective 4: To analyse the factors which influence the role of leaders and managers in achieving

effective corporate strategies

The fourth objective was achieved in theme 1 of Chapter 4 and was further analysed in section 2.6 of the LR chapter. It examines the factors which influence the role of a leader and managers, which was well linked with the discussion in chapter 5, where a different example of organisations employing different managerial styles and leadership styles was discussed. It was also analysed that it is essential to separate the role of managers and leaders in the food industry, followed by organisational like whole food and Glanbia. The same was discussed in chapter 5, section 2.5.

Linking with Objective 5: To identify the influence of separating leadership and management in the food industry

The last objective was achieved in theme 4 of chapter 4 and was further analysed in 2.7 of the LR chapter. It identifies the influence of leadership and management in the food industry, which was analysed in the Literature review chapter where Mackey's leadership style was analysed since Mackey has taken a different path than managerial, which includes being an all-knowing, commanding, and demanding authoritative figure. The theory was well discussed in the literature review section 2.7. However, it has also been observed that leadership and management are different entities on the same organisation continuum. For achieving effective organisational objectives, it is essential to include both managers and leaders. Managers are in charge of communicating an organisation's ideologies and policies to its employees. They create program management strategies to improve operational efficiency and assist employees in meeting their Key Performance Indicators (KPIs). The organisational structure determines a manager's interpersonal relationships with colleagues and other employees. A decentralised hierarchy generally aids in the formation of lasting relationships between employees and their supervisors (Gaspar, Moura, and Wegner, 2018).

Chapter 7: Recommendations and Future Scope

7.1. Recommendations

Strengthening the decision-making skills: Managers must be capable of making sound decisions. An effective manager needs to be able to analyse complex business issues and implement a plan for moving forward, whether they're monitoring a team or leading a crucial meeting (Ku.edu, 2022). The following components, known as the "three C's," should be adopted by the managers since they are proffered as essential building blocks for a successful decision-making process in the organisational context.

Constructive Conflict: This involves encompassing the team members of the organisation in decision-making. It inspires unique viewpoints and debate, as well as inventive problem-solving. **Consideration:** Before deciding on a solution, all stakeholders in the process should feel that their viewpoints were pretty considered. They may be less inclined to commit to and implement the solution if they do not feel acknowledged. Organisations must not forget to provide consideration to the managers and employees for doing their job. **Closure:** This is a feature that ensures all interested parties are on the same page before moving forward. It involves specifying what creates a project or initiative as "completed" within a specific timeframe, determining what remains to be done, and ensuring that everybody agrees on whether the outcome was successful (Freifeld, 2012).

By incorporating these characteristics into the decision-making process, an organisation can become a significant contributor to the organisation and influence the background in which choices are made.

Establish proper communication: A great manager or a leader must have good communication skills. Being a manager entails dealing with complicated business situations and ensuring that your team has the tools and information to succeed. When confronted with adversity, such as trying to navigate organisational change, be transparent about the job at hand and install a shared vision of how the company can benefit from the forthcoming transition in your team (Harvard Business School, 2020). Both leaders and managers must focus on providing regular updates and reaffirm the plan for moving forth to ensure your employees are all on the same page and understand how their actions contribute to the larger company's objectives.

Managers should rely on trust, and leaders should inspire others: Managers must act as superiors by attempting to control and supervise those who disclose to them. Leaders, on the

other side, must guide, innovate, and inspire others. They should rely on the confidence they have built with their team members to be a powerful motivational and productive output force (Belli, 2015). It all comes down to whether one wants to lead through control or handle through worry. In any provided workplace instance, it's reasonably apparent whether the owner's mindset was predicated on which one.

Be more strategic: One of the essential topics for any new leader is to understand how leadership effectiveness is earned. It is vital for the new leaders to be more strategic in their approach, and being ordained to a leadership role does not confer the necessary competence or conditions for success. Even so, such a title grants a leader a wide range of assets that can be utilised to influence individuals and groups. The validity (e.g., brand) of a leader attempting to enter the position and the ability to evaluate and meet the group's and its representatives' needs will ascertain whether management efforts succeed (Shrm.org, 2022). Whether or not effective leadership is feasible will be ascertained by the leader's assets and those conveyed by the official role in a power structure.

Technology efficiency: Using technology, leaders can perceive the number of tasks finished by team members in real-time. It also enables them to communicate any adjustments in the tasks they will perform regardless of location. It has resulted in significant shifts in how leaders interact and communicate with their employees (ACM Conferences, 2022). Changes in essential management functions will be compelled by technological advances. Management will be held more responsible for organisational outcomes, focusing more on planning, decision making, control, and coordination.

7.2. Future Scope

Leaders are the critical factors for bringing organisational changes in future.

The systematic approach and use of knowledge, tools, and assets to deal with change are known as organisational change is the future of organisations. It entails creating and implementing corporate strategies, structures, procedures, and innovations to deal with shifts in the external and business environments (SHRM, 2022). Distinguishing leaders' roles will enable them to focus appropriately on their leadership style and help the organisations embrace change.

The research style has a broader scope and is not limited to the organisation. Still, it will also help individuals analyse their skills and leadership style to help them move ahead in the future. Moreover, the proper analysis of separating leadership from management will also help managers and leaders manage their roles efficiently and enable organisations to remain ahead

in the future. Moreover, developing effective leadership and managerial style will help the society as a whole in recognising true potential of an individual.

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Appendix A: Interview Transcript

Individual 1 interview:

Question	Answer
What is your knowledge about the role of Leaders and Managers in a company?	Minimal
What is the difference you perceive between leadership and management?	<p>A leader works with the workers when working through the task at hand.</p> <p>Management can be, but isn't necessarily, a leader and is usually focused on proper workflow and resource maintenance.</p> <p>Leaders are usually more approachable but easier to follow orders from. Management, excluding leadership roles, is usually more distant and an abstract entity - this makes them easier to admonish but could be scarier to scrutinise as a worker.</p>
Why is it important to differentiate between the role of leaders and managers in the food industry?	<p>Different roles require differing degrees of accessibility and communication, both to and from management/leaders and workers. Certain tasks, or sets of tasks, need a higher level of motivation, discussion, and cooperation with the management role, while some would be more suited in an abstract and separated management style.</p>
How can you achieve effective corporate strategies by separating leadership from management?	While I think a certain level of communication should be held between leadership and management, some tasks

	and areas could benefit from leaders having more autonomy rather than having constant communications with management. By determining what level of communication, should potential risks arise, is required beforehand, and in practice, if it needs revising, certain strategies could be surmised that would make these tasks or areas more efficient.
Do you think leadership and management can work together to achieve effective corporate strategies?	Yes. As previously stated, a certain level of communication should be held between leaders and management. Unexpected issues may arise and require management's resource control; The potential for effective solutions, and the success of the solutions, can be heavily influenced by the amount of communication between the leaders and management.
Can you elaborate on the importance of corporate strategies in the food industry?	No
What could be the influence of separating management and leadership in the industry?	Unsure

Individual 2 interview:

Questions	Answers
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<p>What is your knowledge about the role of Leaders and Managers in a company?</p>	<p>I know quite a few about it.</p>
<p>What is the difference you perceive between leadership and management?</p>	<p>In my opinion, Leadership (the name already says) is when you act genuinely as a Leader, pushing your team forward as a unit, doing everything together. Management, I believe it's more related to how you handle certain situations, but that doesn't mean you're good for your team (could be for good or bad)</p>
<p>Why is it important to differentiate between the role of leaders and managers in the food industry?</p>	<p>I'm not so sure about the relevance inside, but I think when you have someone to help the team and another one to deal with problems and different situations could relieve a big pressure on your team's shoulders.</p>
<p>How can you achieve effective corporate strategies by separating leadership from management?</p>	<p>As said before, you can set different tasks for each leader, making it easier to go through all situations and different management for the group in general. At least that's what I think.</p>
<p>Do you think leadership and management can work together to achieve effective corporate strategies?</p>	<p>Yes, I do</p>
<p>Can you elaborate on the importance of corporate strategies in the food industry?</p>	<p>Unfortunately not</p>

What could be the influence of separating management and leadership in the industry?	You can influence an entire sector or even the company itself. From my point of view, they should work together in the best way possible to make it easier for the employees to go through all the processes and struggles
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Individual 3 interview:

Questions	Answers
What is your knowledge about the role of Leaders and Managers in a company?	I know quite a few about it.
What is the difference you perceive between leadership and management?	In my opinion, Leadership (the name already says) is when you act genuinely as a Leader, pushing your team forward as a unit, doing everything together. Management, I believe it's more related to how you handle certain situations, but that doesn't mean you're good for your team (it could be for good or bad).
Why is it important to differentiate between the role of leaders and managers in the food industry?	I'm not so sure about the relevance inside, but I think when you have someone to help the team and another one to deal with problems and different situations could relieve a big pressure on your team's shoulders.
How can you achieve effective corporate strategies by separating leadership from management?	As said before, you can set different tasks for each leader, making it easier to go through all situations and different management for the group in general. At least that's what I think.

Do you think leadership and management can work together to achieve effective corporate strategies?	Yes, I do.
Can you elaborate on the importance of corporate strategies in the food industry?	Unfortunately not
What could be the influence of separating management and leadership in the industry?	You can influence an entire sector or even the company itself. From my point of view, they should work together in the best way possible to make it easier for the employees to go through all the processes and struggles.